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26 September 1974

MEMORANDUM FOR: D/DCI/IC

SUBJECT : State/INR Wants to Clarify NIO Operations  
and Role of KIQs for Overseas Missions

1. On September 25 I met consecutively with William Jones, Director of the Office of Intelligence Liaison, and INR Deputy Directors William McAfee and Martin Packman. The suggestion had been made that the subject of NIO operations and KIQs be incorporated in an earlier draft airgram establishing a channel for informal analyst-collector communication. It was decided to treat these subjects separately.

2. NIOs have been in communication with some overseas posts soliciting specific information, or comment on drafts, most often through the COS or in personal letters. While most chiefs of mission are glad to cooperate, there is a feeling that the status and priority of such communications should be established authoritatively to avoid misunderstandings. Missions have been instructed through the years to act only on the basis of instructions received through the State channel, and to refer any other communication requesting formal actions to State for verification.

3. Additionally, there have been NIO attempts of varying intensity to obtain commitments from INR sections to produce reporting related to Key Intelligence Questions. While the intent of the KIQs as management tools is appreciated, INR has no authority to commit the Foreign Service in this manner. Reporting requirements are levied on posts through an established process of coordination with the geographic and functional bureaus. While the bureaus no doubt wish to cooperate in addressing KIQs, they have traditionally refrained from undertaking commitments en bloc and have rather screened specifics as they arise. It seems unlikely that this approach will change.

4. These INR officers felt that a communication should go to all posts which would delineate relationships and procedures. I offered to assist, and was asked to draft an

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airgram. The suggestion was made that it would be useful to obtain concurrence at the same time from all interested agencies for the simplest possible procedure for soliciting formal field comment on major NIO drafts.

5. In the course of my questioning about what communication State may have sent earlier to the missions outlining the NIO operation and the role of RIQs, it was determined that aside from a few specific issues with several posts, there has been no instruction that would have informed overseas missions on either subject. Messrs McAfee and Packman, having learned this through a series of calls and discussions, were anxious to rectify the omission. My offer to incorporate this in the above-mentioned draft was accepted.

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